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ABSTRACT

Information regarding the salaries of faculty and administrators in Washington community colleges was compiled for this study. Professional preparation and experience, mobility, growth, and turnover were related to instructors' and administrators' salaries. For purposes of comparison, data were also collected on salaries paid to professional personnel in certain other areas of education, government, and business and industry. Among the findings were that (1) the average salary of the community college faculty member falls somewhere between that of the assistant and the associate professor in public colleges and universities in Washington; (2) their salaries are higher than those of public school teachers; and (3) their beginning salaries are below those of professionals in business and industry. (BB)

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PROFESSIONAL PERSONNEL SALARY STUDY

Washington Community College System

1969 – 70

STATE OF WASHINGTON

State Board for Community College Education

JANUARY 1970

JC 700 080

UNIVERSITY OF CALIF.
LOS ANGELES

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PROFESSIONAL PERSONNEL SALARY STUDY

1969-70

WASHINGTON COMMUNITY COLLEGE SYSTEM

STATE BOARD FOR COMMUNITY COLLEGE EDUCATION
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PREFACE

The 1969-70 PROFESSIONAL PERSONNEL SALARY STUDY was conducted by the staff of the State Board for Community College Education. Major sources of data from the community college districts were the annual "Personnel File" (Form MIS-6) which provided individual profiles of professional characteristics, and the "Professional Personnel Salary Report," which provided aggregate institutional data specifically for the study.

The writers wish to express appreciation to the Salary Study Advisory Committee for its participation and assistance throughout the progress of the study. Members of the Advisory Committee included representatives of the Council of Presidents, Trustees Association of Community Colleges, Washington Association of Community College Student Governments, Faculty Advisory Council, Association of Higher Education, American Association of University Professors, American Federation of Teachers, and Community College Professional Association of Washington.

We also wish to recognize and express appreciation to the district administrative officers, faculty members and staff for their cooperation and extensive efforts in collecting and preparing the district data for the study.

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INTRODUCTION

The purpose of this study is to present accurate and current information relating to the salary levels of faculty and administrative personnel in the community college system of Washington.

The salary study was undertaken for two major reasons. First, it was apparent that faculty groups, administrators and district trustees lacked a common data base upon which to make judgments about equitable distribution of salary dollars. As a result, the process of salary negotiations was hindered by absence of relevant information about salary levels in the colleges and elsewhere in education, government and private industry. Secondly, legislators, particularly members of the Legislative Budget Committee, expressed concern about appropriating funds for community college operations in the absence of dependable, uniform salary information that could provide a deeper understanding of salary administration in community colleges. This study is an attempt to fill that data gap.

FINDINGS AND CONCLUSIONS

PROFESSIONAL CHARACTERISTICS

The typical Washington community college faculty member holds a master's degree and has taught for ten years, as well as worked in related areas for an additional five years.

MOBILITY/GROWTH/TURNOVER

Out of state community colleges supplied and attracted a very small percentage of Washington community college faculty members in 1969.

Faculty mobility among community colleges in Washington was extremely low in 1969.

Washington community colleges have experienced an increasing, but generally low, annual turnover in faculty in recent years.

For 1969-70, the net increase in annually-contracted faculty members was 8.7 per cent, whereas student enrollment increased by 15.1 per cent.

WASHINGTON COMMUNITY COLLEGE SALARY LEVELS

The 1969-70 system-wide average base salary for annually-contracted, nine-month faculty is $11,355.

The 1969-70 system-wide average salary of annually-contracted, nine-month faculty increased by 8.2 per cent over 1968-69.

Variation among districts in average faculty salaries is less than might be expected.

COMPARATIVE SALARY DATA

The average salary of Washington community college faculty members falls at a level between the salaries of assistant and associate professors at public college and universities in Washington.

The Washington community college faculty member earns a higher average salary than his professional counterpart in Washington public schools.

The beginning salary of Washington community college faculty members falls below beginning salaries in business and industry, even when differences between the college academic year and the normal business work-year are considered.

OTHER FACTORS INFLUENCING SALARY LEVELS

Districts which employed a large percentage of part-time instructors paid higher district average salaries for full-time, annually-contracted faculty members.

District salary levels, as a general rule, are independent of the district's academic-vocational program mix.

Enrollment size bears a positive relationship to district average salary in the middle-sized and smaller institutions.

Inflation has substantially diluted effective increases in faculty salaries.

The savings resulting from lower salaries paid to replacement personnel do not offset the cost of the annual salary increment for all returning personnel.

I. PROFESSIONAL CHARACTERISTICS

The salary schedules typically used by Washington community colleges determine faculty salary levels on the basis of professional preparation and experience.

Professional Preparation

Data in Table 1 reflects the relative proportion of degrees held by nine-month faculty members in each district. System-wide, 70.8 per cent of the total has earned at least a master's degree. The remaining 29.2 per cent typically includes a large proportion of instructors in vocational education who have achieved journeyman status, professional licensure or occupational certification by a regulating authority.

Professional Experience

Total professional experience of nine-month faculty, as shown in Table 2, is divided into two major sub-categories: Education and Business/Industry. System-wide, faculty members average 14.8 years of experience, of which 9.9 years are in education, primarily teaching. Slightly more than one-half of total teaching experience has been gained outside the community college system. Experience of vocational instructors in their field of specialty constitutes a large percentage of Business/Industry experience.

FINDING

The typical faculty member holds a master's degree and has taught for ten years, as well as worked in related areas for an additional five years.

Table 1

Percentage by
Highest Degree Attained, Annually
Contracted Faculty (nine months)
Washington Community College Districts
1969-70

	District	Headcount No.	% None	% B.A.	% M.A.	% M.A.+45	% Ph.D.
1	Peninsula	27	0	3.7	70.4	25.9	0
2	Grays Harbor	49	0	14.3	42.9	30.6	12.2
3	Olympic	95	8.4	13.7	45.3	24.2	8.4
4	Skagit Valley	44	13.6	6.8	36.4	38.6	4.5
5	Everett-Edmonds	127	3.9	10.2	51.2	27.6	7.1
6	Seattle	217	39.6	24.4	23.0	10.1	2.8
7	Shoreline	94	2.1	19.1	59.6	16.0	3.2
8	Bellevue	79	3.8	15.2	60.8	12.7	7.6
9	Highline	117	3.4	12.8	64.1	12.0	7.7
10	Green River	86	16.3	9.3	20.9	51.2	2.3
11	Ft. Steilacoom	13	0	15.4	53.8	23.1	7.7
12	Centralia	54	5.6	24.1	50.0	16.7	3.7
13	Lower Columbia	54	11.1	9.3	59.3	16.7	3.7
14	Clark	108	17.6	14.8	50.9	12.0	4.6
15	Wenatchee Valley	52	3.8	15.4	63.5	13.5	3.8
16	Yakima Valley	111	8.1	11.7	61.3	13.5	5.4
17	Spokane	160	28.7	16.9	48.7	4.4	1.3
18	Big Bend	35	22.9	8.6	54.3	14.3	0
19	Columbia Basin	86	22.1	19.8	40.7	15.1	2.3
20	Walla Walla	24	8.3	25.0	50.0	16.7	0
22	Tacoma	82	-	7.3	79.3	11.0	2.4
	System Average	1714	14.1	15.1	49.1	17.3	4.4

Source: 1969 Personnel File, S.B.C.C.E.

Table 2

Average Years of Experience
Annually Contracted Faculty (nine months)
Washington Community College Districts
1969-70

	District	Educational Experience			Business/ Industry	Total Experience
		Community College	Non-Community College	Total		
		Years	Years	Years	Years	Years
1	Peninsula	3.6	5.3	8.9	2.7	11.6
2	Grays Harbor	5.9	5.4	11.3	2.9	14.3
3	Olympic	8.3	6.2	14.5	3.9	18.4
4	Skagit Valley	6.3	4.8	11.1	2.3	13.4
5	Edmonds-Everett	7.2	5.5	12.7	4.4	17.1
6	Seattle	2.4	6.5	8.9	7.6	16.7
7	Shoreline	2.6	4.8	7.4	3.4	10.7
8	Bellevue	1.7	5.2	6.9	2.8	9.7
9	Highline	2.9	4.2	7.1	3.3	10.4
10	Green River	2.4	4.4	6.8	5.0	11.8
11	Ft. Steilacoom	1.5	7.1	8.6	3.5	12.1
12	Centralia	8.2	5.2	13.4	3.8	17.2
13	Lower Columbia	9.6	5.5	15.1	4.7	19.8
14	Clark	6.9	3.0	9.9	4.4	14.2
15	Wenatchee Valley	6.2	3.4	9.6	3.7	13.3
16	Yakima Valley	6.4	5.0	11.4	3.2	14.6
17	Spokane	3.5	5.4	8.9	9.8	18.7
18	Big Bend	3.0	4.4	7.4	5.7	13.1
19	Columbia Basin	5.9	5.1	11.0	5.6	16.7
20	Walla Walla	1.0	9.7	10.7	3.5	14.2
22	Tacoma	2.4	7.4	9.8	1.8	11.7
	System Average	4.7	5.2	9.9	4.8	14.8

Source: 1969 Personnel File, S.B.C.C.E.

II. MOBILITY/GROWTH/TURNOVER

Salary levels are frequently influenced by faculty mobility, growth and turnover. Sources of new professional personnel and the employment pattern of terminating personnel construct a picture of the community college competitive "marketplace." Requirements for recruitment of additional faculty members are largely determined by the rate of faculty turnover and the degree of program expansion and enrollment increases.

Note: In this discussion the term "faculty" includes both faculty and administration.

Sources of New Faculty Members

As shown in Table 3, of the 354 faculty members newly contracted for the 1969-70 academic year, 192 (54.2 per cent) came from three major sources: Washington public schools, business and industry, and graduate school. The 43 individuals who were previously part-time employees at the same college represent merely a change in employment status and should be discounted as a flaw in the study.

The fact that only 11 of 354 new faculty members came from other community colleges in Washington refutes the assumption that salary differentials among districts cause signficiant inter-college mobility. It is also apparent that few new faculty members are recruited from out of state community colleges (9 of 354).

Loss of Faculty Members

Table 4 indicates that terminations at the end of the 1968-69 academic year totalled 179. Personal factors such as retirement, health, marriage and family obligations constituted 57 (31.9 per cent) of the total. Graduate school attracted the largest single grouping of 32 (17.9 per cent), many of whom may return to community colleges upon completion of advanced training. The 20 (11.2 per cent) who were attracted to business and industry presumably would not return to community college employment.

It was again noted that a relatively small number of faculty resigned to accept positions at other Washington community colleges. Of the 10 individuals who did transfer, no one college attracted a significant percentage of the total. Transfer to out of state community colleges was negligible.

Table 3

Source of New Annually Contracted Faculty and Administrators
Washington Community College System
1969-70

Nature of Previous Employment	Number	Percent of Total
Washington public schools (K-12)	68	19.2%
Business and Industry	63	17.8
Graduate School	61	17.2
Part-time faculty at same college	43	12.1
Washington colleges and universities	30	8.5
Out-of-state colleges and universities	30	8.5
Out-of-state public schools	19	5.4
Other Washington community colleges	11	3.1
Out-of-state community colleges	9	2.5
Government	5	1.4
Other (military, housewife, etc.)	15	4.2
Total	354	99.9%

Source: 1969-70 Professional Personnel Salary Report, S.B.C.C.E.

Table 4

Subsequent Employment Status of
Terminating Faculty and Administrators*
Washington Community College Districts
1969-70

Nature of Subsequent Employment	No. of Individuals	Percent of Total
Return to graduate school	32	17.9%
Marriage and family	24	13.4
Retirement	23	12.9
Business and Industry	20	11.2
Out-of-state colleges and universities	20	11.2
Deceased or poor health	10	5.6
Other Washington community colleges	10	5.6
Washington colleges and universities	7	3.9
Government	6	3.4
Washington public schools (K-12)	4	2.2
Out-of-state community colleges	2	1.1
Out-of-state public schools	2	1.1
Unknown or other	19	10.6
Total	179	100.1%

*1968-69 annually contracted personnel who retired or resigned prior to October 1, 1969

Source: 1969-70 Professional Personnel Salary Report, S.B.C.C.E.

Faculty Growth and Turnover

Transition to full-time day operations at Bellevue Community College and Edmonds Community College as well as increased student enrollments in other community colleges accounted for a net increase in annually contracted faculty of 8.7 per cent in 1969-70. New faculty members represented both replacements for terminating faculty and newly funded positions. Table 5 indicates growth in annually contracted faculty by district. Figures for growth in part-time faculty are not available. Student enrollment increased system-wide by approximately 15.1 per cent, nearly twice as great as the net increase in faculty.

Turnover (proportion of terminating employees to total faculty) rose from 7.6 per cent in 1967-68* to 9.0 per cent in 1968-69.

FINDINGS

Out of state community colleges supplied and attracted a very small percentage of Washington community college faculty in 1969.

Faculty mobility among community colleges in Washington was extremely low in 1969.

Washington community colleges have experienced an increasing, but generally low, annual turnover in faculty in recent years.

For 1969-70, the net increase in faculty members was 8.7 per cent whereas student enrollment increased by 15.1 per cent.

* Washington Education Association's Sixth Annual Community College Salary Study

Table 5

Net Increase in Annually-Contracted
Faculty and Administrators
Washington Community College Districts
1969-70

	District	F.T.E. Professional Personnel 1968-69*	Net Change to 1969-70 Added	Terminated	Difference	% Change
1	Peninsula	36.0	7.0	3.0	4.0	11.1%
2	Grays Harbor	50.0	6.0	3.5	2.5	5.0
3	Olympic	103.0	15.7	15.0	.7	.7
4	Skagit	75.0	8.0	4.5	3.5	4.7
5	Ed/Everett	168.0	33.0	18.0	15.0	8.9
6	Seattle	278.0	35.0	29.0	6.0	2.2
7	Shoreline	124.0	30.0	10.0	20.0	16.1
8	Bellevue	64.3	31.8	8.1	23.7	36.9
9	Highline	134.0	17.0	8.0	9.0	6.7
10	Green River	89.0	19.0	3.0	16.0	18.0
11	Ft.Steilacoom	21.0	9.0	2.0	7.0	33.3
12	Centralia	69.0	10.0	4.0	6.0	8.7
13	L.Columbia	65.5	13.0	6.0	7.0	10.7
14	Clark	127.6	11.9	9.0	2.9	2.3
15	Wenatchee	66.0	16.0	9.0	7.0	10.6
16	Yakima	132.0	14.8	13.0	1.8	1.4
17	Spokane	190.0	32.0	11.0	21.0	11.1
18	Big Bend	51.0	12.0	12.0	0	0
19	Col. Basin	99.0	17.0	9.0	8.0	8.1
20	Walla Walla	40.0	13.0	4.0	9.0	22.5
22	Tacoma	90.0	16.0	6.0	10.0	11.1
	Total	2072.4	367.2	187.1	180.1	8.7%

*Under annual contract as of October 1, 1968

Source: 1969-70 Professional Personnel Salary Report, S.B.C.C.E.

III. WASHINGTON COMMUNITY COLLEGE SALARY LEVELS

Base salary of all community college professional personnel was submitted on Form MIS-6, "Personnel File." For purposes of determination of average salaries, professional personnel engaged in instruction, administration, student services and library are grouped into three mutually-exclusive categories. Full-time equivalent number in each category appears in parentheses.

1. Annually-contracted faculty: (1685) includes professional personnel contracted for the regular nine-month academic year.

2. Selected administrators: (217) includes twelve major administrative position categories such as district president, dean of instruction and dean of students. Each category normally represents twelve-month positions.

3. Faculty on extended contracts and miscellaneous administrators: (259) includes all other professional personnel. Contract length varies from ten to twelve months.

Salaries of Annually Contracted Faculty

The system-wide average 1969-70 base salary of annually contracted faculty members is $11,355. Base salary excludes compensation received for non-teaching, extra-duty assignments or summer quarter teaching. The average of $11,355 represents an 8.2 per cent increase over the system-wide average of $10,491 (as reported in the Washington Education Association's Sixth Annual Salary Study) for the 1968-69 academic year.

Table 6 contains the average salaries by district for 1969-70. Although these averages represent a high-low range of $2,707, eighteen of the twenty-one districts exhibited strikingly similar average salaries. The average salary range of only $1,175, for these eighteen districts was surprising in light of the wide geographic dispersion, economic variation, and age characteristics of the colleges. It should be noted that this similarity occurred even though the averages represented the outcomes of eighteen separate salary negotiations.

Table 6

Average Base Salary, Annually Contracted Faculty (nine months)
Washington Community College Districts
1969-70

	District	Average Salary
1	Peninsula	$10,967
2	Grays Harbor	11,548
3	Olympic	11,320
4	Skagit Valley	11,256
5	Edmonds-Everett	11,901
6	Seattle	11,544
7	Shoreline	11,176
8	Bellevue	11,818
9	Highline	11,249
10	Green River	11,798
11	Ft. Steilacoom	11,981
12	Centralia	11,307
13	Lower Columbia	10,960
14	Clark	10,806
15	Wenatchee Valley	10,854
16	Yakima Valley	11,594
17	Spokane	11,032
18	Big Bend	9,806
19	Columbia Basin	11,059
20	Walla Walla	9,916
22	Tacoma	12,513
	System Average 1969-70	$11,355
	System Average 1968-69	10,491*
	% increase over 1968-69	8.2%

Source: 1969 Personnel File, SBCCE

*1968-69 Figure as reported in Washington Education Association's Sixth Annual Community College Salary Study

Salaries of Selected Administrators

Table 7 provides system average base salaries for twelve major administrative position categories. Individuals in these categories are normally employed for twelve months. The averages of the twelve categories ranged from $11,874 paid to Directors of Student Activities to $26,332 paid to District Presidents. In colleges where administrative titles varied, the administrator was placed in the category which most closely described the actual function of that individual. The category "campus president" includes presidents of institutions in the two multi-campus districts: Everett, Edmonds, Seattle North, South, and Central.

Appendix A provides individual district data for these positions.

Table 7

Salaries of Selected Administrators,
Washington Community College Districts
1969-70

Position	Number	System Average	Range High	Range Low
District President	21	$26,332	$33,000	$22,500
Campus President	5	23,200	26,000	20,500
Dean of Instruction	22	20,007	23,757	17,027
Dean of Students	22	18,621	22,125	15,000
Director-Vocational Technical	21	17,383	22,008	11,723
Director-Evening Programs	23	15,822	21,375	10,000
Business Manager or Vice President for Bus.	20	19,282	26,000	14,000
Head Librarian	20	14,862	19,237	11,302
Director-Counseling	17	15,243	18,882	12,539
Registrar	16	15,068	18,000	8,088
Director-Student Activities	18	11,874	16,500	8,073
Director-Public Information	12	13,467	18,882	9,117

Source: 1969 Personnel File, S.B.C.C.E.

Salaries of Faculty on Extended Contracts and Miscellaneous Administrators

A total of 259 professional personnel on extended contracts could not be classified in one of the twelve major administrative categories. Average salaries for members of these groups are shown below:

Average Salaries of Extended Contract*
Instructors, Administrators, and Combinations

Assignment	Number	Average Salary
Instruction only	81.4	$11,649
Instruction-Administrative Combination	50.3	13,526
Administration only	127.0	14,350
Total	258.7	$13,280

*Includes personnel on contracts of 10 or more months.

Districts employed 81.4 full-time equivalent teaching faculty on extended contracts (ten, eleven, twelve months) and an additional 50.3 F.T.E. with combined instructional, student services, and administrative duties extending beyond the normal nine-month academic year. The remaining 127.0 were full-time non-teaching professional personnel on extended contracts such as counselors, instructional supervisors and specialized administrators whose functions are peculiar to the needs of a particular district.

FINDINGS

The 1969-70 system-wide average salary for nine-month, annually contracted faculty is $11,355.

The 1969-70 system-wide average salary of 9 month annually-contracted faculty increased 8.2% over 1968-69.

Variation among districts in average faculty salaries is less than might be expected.

Correction:

The average salary for "Instruction Only" is incorrectly listed as $11,649 in the table above. The correct amount is $11,506.

IV. COMPARATIVE SALARY DATA

This section of the study includes data collected on salaries paid to professional personnel in education, government, and business and industry. It has been included in order to relate the average salaries of community college faculty and administrators to positions which require similar professional preparation. Although the salary data is not strictly comparable, it provides a more comprehensive picture of relative salary levels than can be found elsewhere.

Faculty Salaries in Washington Public Universities and Colleges

Table 8 indicates the salaries paid in other segments of public higher education in the State of Washington. Differences between the community college average salary of $11,355 and the averages at the four-year institutions is due in part to the greater proportion of four-year college faculty with doctoral level preparation. The state colleges and universities also adjust salaries on the basis of faculty rank rather than solely upon experience and preparation.

When the community college system average salary of $11,355 is compared to the averages for the various faculty ranks, the two-year college average faculty salary falls at a level somewhere between that of assistant and associate professor at the four-year institutions--the salary level reserved for a young college professor in the beginning years of his career. However, although he generally lacks the doctoral degree, the typical community college instructor has fifteen years of applicable experience in his field.

Table 8

Average Salary of Faculty
in Washington Public Universities and Colleges
Computed on a Nine-Month Basis,
Excluding Law and Health Sciences

Institution	No. in Rank	1969-70 Average Salary
UNIVERSITY OF WASHINGTON		
Professor	463	$18,146
Associate Professor	383	13,150
Assistant Professor	419	10,923
Instructor	19	7,864
ALL RANKS	1284	14,146
WASHINGTON STATE UNIVERSITY		
Professor	157	$17,746
Associate Professor	162	13,154
Assistant Professor	235	11,053
Instructor	8	9,390
ALL RANKS	562	13,505
TOTAL-THREE STATE COLLEGES		
Professor	185	$15,539
Associate Professor	313	12,754
Assistant Professor	451	10,515
Instructor	48	8,340
ALL RANKS	997	12,045

Source: Office of Interinstitutional Business Studies, December, 1969

Salaries in Out-of-State Community Colleges

In response to requests for current salary data from other states, the following information was obtained about community college faculty salaries in other states.

Community College Faculty Salaries, 1969-70

State	Description of Data	Average Salary
Florida	(a) 9 to 9 1/2 month salary all professional personnel except presidents	$10,461
	(b) all personnel (9 through 12 month)	11,379
Minnesota	Nine-month faculty (N=760)	11,422
Virginia	Salary ranges by rank Professor 11,900-14,620 Assoc. Prof. 10,200-12,920 Asst. Prof. 8,500-11,220 Instructor 6,800-9,520	No average data available
Oregon	Nine-month faculty	10,046
Wisconsin*	Average salary by rank	
	Professor	16,307
	Assoc. Prof.	13,161
	Asst. Prof.	10,835
	Instructor	9,196
New York	No data available	
Alabama	No data available	
California	No data available	
Texas	No data available	
Illinois	No data available	

* Wisconsin two-year colleges are known as the University of Wisconsin Center System. Most faculty members are associate or assistant professors.

The significance of comparisons with other states is greatly reduced by the fact that only a small portion of new faculty members are recruited from two-year colleges in other states (only 9 of 354 for the 1969-70 academic year). In addition, accurate comparisons with average salaries paid in community colleges in other states are difficult to make for several reasons. Salary data gathered in other states is not always analyzed with regard to contract period or type of work assignment. Additionally, community colleges in most other states must still depend upon local tax sources for some portion of operating revenue. As a result, great variations can be expected to occur in the colleges' ability to remunerate faculty members adequately.

Salaries in Washington Public School Districts

In order to make comparisons with salaries paid in the public school districts in Washington, the typical community college faculty member, who holds a master's degree and has ten years of teaching experience, was placed against the schedules of the public school districts (K-12) wherein each community college district's principal campus was physically located. The hypothetical average salary of an instructor with MA+10 in the twenty-one public school districts was $10,561, as contrasted to the $11,355 average salary of community college faculty.

If the computations were re-figured to include the additional five years of related experience of the typical community college faculty member, the comparison salary in the public school districts would be higher. The more conservative MA+10 approach however, shows that the community college faculty member is paid at a higher level than his counterpart in the public school districts in Washington.

Salaries in Washington State Government

State agencies in Washington employ a number of individuals in positions which require a master's degree as minimum preparation. Since the average community college faculty member holds a master's degree, a survey was conducted to determine salary levels for government employees with similar degree background.

The "Specifications Manual" of the Washington State Department of Personnel revealed that positions requiring a non-technical master's degree minimum education level exist most frequently in three state agencies: Office of Superintendent of Public Instruction, Department of Public Assistance, and State Library. The records of the Department of Personnel were then consulted to determine the number of employees and salary in each classification for which a master's degree was required. No data was readily available regarding the experience level of the employees in these positions.

The average salary figures represent twelve months' service. However, this listing includes only employees covered by the state civil service merit system whereas community college salary averages cover employees exempt from provisions of that system. If the three agency average salaries included data on exempt personnel, the effect would be to increase the average, because exempt personnel normally have a higher salary status.

A summary of the average salaries paid in these positions is presented below.

Agency	Number of Positions	Average Annual Salary
Office of Superintendent of Public Instruction	45	$18,414
Department of Public Assistance	108	13,178
State Library	21	13,264

Source: Records in Washington State Department of Personnel, November 1969.

Salary Offers in Business and Industry

A national survey conducted by the College Placement Council lists average salaries offered to 1968-69 male graduate degree holders in business, technical, and scientific fields. The average offers for twelve-month positions range from $10,812 to $12,324 for master's degree holders with no previous experience and $14,808 to $16,548 for graduates with doctoral degrees. The master's degree range compares with an average entry salary of $7995 for community college nine-month faculty with a master's degree and no experience. The national salary offers are listed in Table 9.

Table 9

Graduate Degree Candidates:
National Average Salary Offers

MASTER'S DEGREE No experience

Program	1968-69 Salary Offer
Business Administration, Industrial Management, or Commerce	
a. After non-technical undergraduate degree	$11,544
b. After technical undergraduate degree	12,324
Engineering	
Chemical	11,724
Civil	10,812
Electrical	11,604
Industrial	11,352
Mechancial	11,448
Sciences	
Chemistry	11,064
Math	11,160
Metallurgy	11,100
Physics	11,196

Program	1968-69 Salary Offer
DOCTORAL CANDIDATES	
Engineering	
Chemical	15,828
Civil	14,808
Electrical	16,548
Mechanical	15,708
Sciences	
Chemistry	14,904
Math	15,336
Metallurgy and Metallurgical Engineering	15,372
Physics	15,420

Source: College Placement Council Salary Survey, June 1969.

FINDINGS

The average salary of community college faculty members falls at a level between the salaries of assistant and associate professors at public colleges and universities in Washington.

The community college faculty member earns a higher salary than his professional counterpart in Washington public schools.

The beginning salary of community college faculty members falls below the beginning salaries of business and industry, even when differences between the college academic year and the normal business work-year are considered.

V. OTHER FACTORS INFLUENCING SALARY LEVELS

A number of factors and relationships internal to the community college system may also influence salary levels. Therefore, data has been examined to determine the influence on salaries, if any, of part-time/full-time faculty ratios, academic-vocational program mix, enrollment, and faculty turnover and the annual increment. The analysis in this section also includes a discussion of the relationship of salary increases to the cost of living.

Influence of Part-Time Faculty on Salaries

The use of part-time faculty members is one factor that can influence the salary level of full-time professional staff. As of 8th day fall quarter 1969 a total of 712.9 full-time equivalent part-time faculty was employed throughout the system. In order to relate the use of part-time faculty and district average salary of annually-contracted faculty, the districts were ranked according to these two factors. Comparison of these factors showed that for 15 of the 21 districts, the extent to which part-time faculty was employed was positively related to the average salary level of contracted faculty. In other words, districts who employed a large percentage of part-time instructors paid higher average salaries to full-time, annually contracted faculty.

Because part-time instructors are not annually contracted faculty, they are customarily paid on a basis of x dollars per class hour. Through projections of fall quarter salary data, it was determined that the average annual salaries for part-time instructors would be as follows:

Average Annual Salary of Part-Time Faculty	
Highest District Average	$8839
System Average	5369
Lowest District Average	3347

When the system average for part-time instructors of $5369 is contrasted to the average salary of $11,355 for full-time, annually contracted faculty, it becomes apparent that the ratio of part-time to full-time instructors could be adjusted to make available instructional dollars stretch to cover broader offerings.

However, since part-time faculty members do not normally perform the non-teaching functions required of regular faculty members, such as advising and registration of students, participation in activities of campus governance and curriculum revision, nor do they generally serve on the various academic or administrative committees that operate on campus, it would be unwarranted to assume that the economic advantage from employing large numbers of part-time faculty members would outweigh the negative effects on educational programs and campus operations.

Influence of Academic-Vocational Program Mix on Salaries

According to the Washington Education Association's Sixth Annual Community College Salary Study, the average base salary of vocational instructors was $359 lower than the average base salary of academic instructors in 1968-69. Data was not collected in this study to determine if a similar difference existed in the current year.

In a different approach to determine influence of academic-vocational program mix on salaries during 1969-70, the relative vocational program effort of each district was compared to district average faculty salary by a ranking procedure. The conclusion was reached that district salary levels, as a general rule, are independent of the district's academic-vocational program mix.

Relationship of Enrollment and Salaries

In order to determine whether student enrollment was related to salary levels, districts were ranked according to average faculty salary and student enrollment. While there was some positive relationship between size and salary level, there was a sufficient number of exceptions to make the comparison suspect. Several colleges in the larger metropolitan areas refute any size - salary assumption. However, the assumption held true for the middle-sized and smaller colleges.

Relationship of Salary Increases and the Cost of Living

The adequacy of salary levels and the real impact of salary increases must be viewed in relationship to the changing cost of living. During periods of inflation, rises in the Consumer Price Index can effectively dilute increases in salaries in terms of actual purchasing power. In the Summer 1969 Bulletin, the American Association of University Professors considered the relationship of cost of living to faculty salaries from a national point of view.

> "In the past, inflation has been very serious in its effects on the economic welfare of our profession. It now threatens once again to make significant inroads into our real compensation levels. This year our average compensation levels for all ranks rose by 7.2 per cent, a figure slightly lower than the one for the previous year despite the more rapid rate of increase of the price level. (The consumer price index rose by 4.2 per cent from calendar year 1967 to 1968 and 2.8 per cent the year before that). If the consumer price index is used to approximate changes in the cost of living, an increase in consumer prices at an annual rate of 4.2 per cent means that over-all real compensation went up only about three per cent. Moreover, the 7.2 per cent increase in dollar compensations lags behind the eight per cent increase in per capita personal income across the nation. Most ominous in its long run implications is the fact that this inflationary period has coincided with the growing financial crisis of the universities, which was described in our previous annual report. In a very substantial number of these institutions, among them some of the most prestigious and formerly the most affluent in the country, the rate of increase in compensation has either barely managed to keep up with the rate of increase in the consumer price index or has fallen behind it."[1]

[1]"The Threat of Inflationary Erosion: The Annual Report on the Economic Status of the Profession, 1968-69," AAUP Bulletin, Volume 55, No. 2, June, 1969, p. 192.

When examined on the basis of state of Washington statistics, the indicator which best reflects changes in cost of living is the Seattle Consumer Price Index. The figures below indicate the changes in the Seattle C.P.I. as computed on a fiscal year basis (July 1-June 30) so that they relate more directly to changes in faculty salaries for the same period.

Seattle Consumer Price Index*

Fiscal Year	Index	% Change
1967	115.7	2.9
1968	119.7	3.5
1969	125.3	4.7
1970°	131.2	4.7

* Data is on a fiscal year basis. Percentage increase from year to year is computed on the basis of the average growth over the four reported quarters.

° Projected

Source: State of Washington Supplemental Budget for the 1969-1971 Fiscal Biennium, Submitted by Governor Daniel J. Evans, January, 1970, p. 14.

The following computation illustrates the fact that when the system-wide salary increase for 1969-70 of 8.2 per cent is broken down into its component parts, the rising cost of living has substantially diluted the real salary increases.

8.20 %	Average salary increase, annually contracted faculty (1969-70)
-3.75 %	Average annual experience increment (Source: S.B.C.C.E. Study, 11/1/68)*
4.45 %	
4.45 %	
-4.70 %	Seattle Consumer Price Index
- .25 %	Loss to inflation

* The annual salary schedule experience increment is awarded to all eligible employees in the same manner as Federal and state civil service employees receive annual increases for longevity.

Faculty Turnover and the Annual Increment

Developments of budgets for state agencies in Washington has traditionally proceeded on the assumption that annual increments would be offset by the differential between lower salaries paid to replacement employees and the higher salaries that terminating employees would have received had they remained in service. While this assumption may be applicable to those central state agencies that employ large numbers of clerical or skilled workers, it is not appropriate for community colleges.

The turnover characteristics of institutions employing a high proportion of professional staff members are not typical of the usual administrative agency. In addition, recruiting experience in educational institutions indicates that replacement employees do not necessarily enter service at salary levels below their predecessors, particularly because salary levels for professional people are determined by the individual's unique background of preparation and experience. In fact, replacement faculty members may receive a salary above that paid to their predecessors.

Analysis of salaries of replacement faculty members for 1969-70 indicated the following:

Salaries that 187 terminating faculty members would have received in 1969-70	$2,242,022
1969-70 salaries paid to replacement faculty	1,785,104
Differential	$ 456,918

According to the increment-offset assumption, the $456,918 differential should cover the annual increments for the remainder of the faculty. It does not. The following computation shows that the differential-offset available as a result of the 1969-70 employment of replacement faculty would have paid the annual increment for only 1090 of the 1551 annually contracted faculty eligible for increments. Additional dollars required to pay increments had to be taken from other funding sources and constituted an indirect reduction of the funding level for community college education in Washington.

Computation of Annual Increment Offset, 1969-70

2072	Annually contracted professional staff 1968-69 (Source: W.E.A. Salary Study)
- 187	terminated
1855	Returning professional staff
X 82.3%	Portion eligible for increment (Source: S.B.C.C.E. Study, 11/1/68)
1551	Eligible for increment
$11,184	Average salary 1968-69 (Source: W.E.A. Salary Study)
x 3.75%	Average annual increment (Source: S.B.C.C.E. Study, 11/1/68)
$ 419	Average annual increment payable for 1969-70 salaries
$456,918	Replacement salary differential
÷ 419	Average annual increment
1090	Number of average increment payable from replacement salary differential
1551	Eligible for increment
- 1090	Available number of funded increments payable
461	Average increments not covered by replacement salary differential
$419	Average annual increment
x 461	Uncovered increments
$193,159	Amount deficient under increment offset assumption

FINDINGS

Districts which employed a large percentage of part-time instructors paid higher district average salaries to full-time, annually contracted faculty.

District salary levels, as a general rule, are independent of the districts' academic-vocational program mix.

Enrollment size bears a positive relationship to district average salary in the middle-sized and smaller institutions.

Inflation has substantially diluted effective increases in faculty salaries.

The savings resulting from lower salaries paid to replacement personnel do not offset the cost of the annual salary increment for all returning personnel.

Appendix A-1

Annual Base Salary of Selected Administrators
Washington Community College Districts
1969-70

	District	District President	Campus President	Dean of Instruction	Dean of Students
1	Peninsula	23,800		18,500	18,350
2	Grays Harbor	28,400		21,272	18,355
3	Olympic	22,500		17,027	17,027
4	Skagit Valley	25,500		22,009	20,695
5	District #5	26,000			
	Edmonds		23,000	17,600	17,000
	Everett		23,000	20,000	15,500
6	District #6	33,000			
	Central		26,000	19,140	19,699
	North		20,500		18,000
	South		23,500		
7	Shoreline	26,000		23,500	20,000
8	Bellevue	27,000		23,000	20,500
9	Highline	28,000		21,940	20,470
10	Green River	27,500		23,757	21,608
11	Ft. Steilacoom	25,250		20,000	18,500
12	Centralia	27,248		19,443	
13	Lower Columbia	24,000		18,500	16,000
14	Clark	23,500		18,960	18,600
15	Wenatchee Valley	26,085		18,000	19,480
16	Yakima Valley	27,083		22,368	19,646
17	Spokane	30,000		18,200	20,517
18	Big Bend	24,000		18,307	16,394
19	Columbia Basin	24,600		19,200	15,000
20	Walla Walla	24,250		17,300	16,200
22	Tacoma	29,250		22,125	22,125
#In Category		21	5	22	22
System Salary Average		26,332	23,200	20,007	18,621

Source: 1969 Personnel File, S.B.C.C.E.

Appendix A-2

Annual Base Salary of Selected Administrators Washington Community College Districts 1969-70

	District	Director Voc-Tech	Director Even. Prog.	Head Librarian	Business Manager
1	Peninsula	12,000	10,000*	12,100*	16,400
2	Grays Harbor	19,077	14,545	14,196	20,624
3	Olympic	17,490	17,027		17,490
4	Skagit Valley	17,881	19,428	12,838	19,427
5	District #5	18,600	17,000		23,000
	Edmonds		15,500*	14,717	
	Everett			13,270*	
6	District #6	22,008			26,000
	Central	18,000		16,807	
	North	19,000	15,300		
	South		15,263		
7	Shoreline	18,500	13,602	18,200	23,000
8	Bellevue	18,000	18,000	19,040	
9	Highline	17,540	14,825	17,580	19,130
10	Green River	18,148	20,883	18,320	20,001
11	Ft. Steilacoom	17,750	19,250	16,500	19,250
12	Centralia	11,723	18,705	11,302	19,811
13	Lower Columbia	15,000	12,375	12,202	17,655
14	Clark	17,065	17,065	14,900	18,600
15	Wenatchee Valley	15,540	14,000	14,430	19,425
16	Yakima Valley	20,335	16,900	13,149	19,260
17	Spokane	20,517	15,120		17,097
18	Big Bend	15,875	11,450	13,024	15,900
19	Columbia Basin	15,000	15,000	13,290	18,200
20	Walla Walla		11,300	12,142	14,000
22	Tacoma		21,375	19,237	21,375
#In Category		21	23	20	20
System Salary Average		17,383	15,822	14,862	19,282

* = 9 month

Source: 1969 Personnel File, S.B.C.C.E.

Appendix A-3

Annual Base Salary of Selected Administrators
Washington Community College Districts
1969-70

	District	Director Counseling	Director Public Info.	Registrar	Director Student Activities
1	Peninsula	15,750			8,500
2	Grays Harbor			16,370	
3	Olympic	16,716	16,716		9,002
4	Skagit Valley	15,720	12,032		13,325
5	District #5		14,000		
	Edmonds				10,883*
	Everett			14,000	16,500
6	District #6		13,500		
	Central	14,916		17,100	10,300
	North				
	South				
7	Shoreline	16,200		14,500	12,000
8	Bellevue	13,292		18,000	8,073*
9	Highline	16,440	14,245	16,440	16,280
10	Green River	14,826		16,890	12,498
11	Ft. Steilacoom	16,750		12,000	
12	Centralia	12,539*	12,539*	17,326	8,601*
13	Lower Columbia	13,989	9,117*	13,141	11,945
14	Clark	14,900	14,000		13,160
15	Wenatchee Valley	15,540	11,000	15,540	13,977
16	Yakima Valley	18,882	18,882	17,077	10,244
17	Spokane	13,677	16,122		
18	Big Bend			8,088	11,644
19	Columbia Basin	16,000		16,000	14,800
20	Walla Walla	13,000		11,523	
22	Tacoma		9,450*	17,100	12,000*
#In Category		17	12	16	18
System Salary Average		15,243	13,467	15,068	11,874

* = 9 month

Source: 1969 Personnel File, S.B.C.C.E.